



## Effect of Beneficiary Participation on Project Performance: A Case of an HIV Peer Education Project in Gicumbi District, Rwanda

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### ABSTRACT

*The HIV/AIDS pandemic remains a significant global health challenge, particularly in Sub-Saharan Africa, where the prevalence rates are among the highest in the world. This study investigated the impact of beneficiary participation on the performance of an HIV peer education program implemented by the Rwanda Network of People Living with HIV (RRP+) in Gicumbi District from 2017 to 2020. Researchers examined three specific areas: project planning, implementation, and monitoring. Stakeholder and Engagement Theory alongside Participation Theory were reviewed. The study adopted a descriptive research design with qualitative and quantitative approaches. The total study population for this research was 3,938 that included Recipients of Care (RoC) and stakeholders directly involved in the HIV peer education project implemented by the Rwanda Network of People Living with HIV (RRP+) in Gicumbi District, Rwanda, from 2017 to 2020. A mixed sampling approach was employed to select participants for this research. This approach involves a combination of probability and non-probability sampling methods. Therefore, the sample size calculated using the Yamane formula was 387 Recipients of Care (RoC) and stakeholders. Both descriptive and inferential statistics were used to analyse the data. Findings indicated significant beneficiary involvement in strategic planning and annual plans, with mean scores of 3.78 and 3.50, respectively, on a 1-4 scale. Moderate familiarity with the Work Breakdown Structure (WBS) (average 3.22) was observed. Statistical analysis confirmed a significant positive impact on Project Performance ( $p < 0.05$ ). Beneficiaries reported satisfactory healthcare and psychosocial support (mean score 0.99) and moderate satisfaction with supportive supervision (mean score 1.62). Capacity-building (average 1.02) showed room for improvement, yet still had a significant positive influence on Project Performance ( $p < 0.05$ ). Limited involvement in monitoring (mean score 1.04) was observed, with high satisfaction in feedback meetings (mean score 4.15). Feedback acceptability (average 3.42) indicated moderate acceptability, also positively impacting Project Performance ( $p < 0.05$ ). The positive unstandardized coefficient (B) of 0.398 indicate that increased healthcare and psychosocial support are associated with higher project performance. The positive unstandardized coefficient (B) of 0.026 suggest that supportive supervision has a relatively positive relationship with project performance. The positive unstandardized coefficient (B) of 0.293 highlight the importance of training beneficiaries during project implementation. The study recommended foster greater beneficiary involvement in project planning by conducting regular consultations, workshops, and feedback sessions. Review and refine the supportive supervision approach to address the varying levels of satisfaction among beneficiaries. Maintain regular and productive feedback meetings to capture beneficiary input and concerns. Enhance feedback collection and analysis processes to ensure feedback is incorporated into project activities effectively. Form a strengthened system of monitoring and evaluation in order to consistently evaluate performance of project as well as adapt to evolving requirements of the beneficiary. Additionally, formulate models of sustainability to ascertain that favorable and positive impacts of the project are preserved after its overall completion.*

**Keywords:** Beneficial Participation, Implementation, Monitoring, Peer Education, Project Performance, Project Planning

### I. INTRODUCTION

Presently, HIV/AIDS pandemic continues to be a considerable constraint in regards to global health. This is particularly the case in Sub-Saharan Africa, where rates of prevalence remain highest globally. To mitigate these phenomena, different organizations, bodies and initiatives have enforced various HIV peer education programs as a tactic to offer education, assistance, and mitigation strategies to People living with HIV (PLHIV), according to Amy et al. (2009). These projects and programs acknowledge the benefit of engaging beneficiaries in planning of programs, implementation/enforcement, and evaluation. This is because their active involvement can boost outcomes of project and foster empowerment of the community (Buchanan et al., 2017).

In the past decade, Cooke and Kothari (2001) have observed that there has been an increasing recognition of the value of substantial beneficiary involvement in projects linked to development. As such, participatory methodologies focus on moving beyond tokenism and adopt active participatory and partnership with beneficiaries.



Participatory techniques stress on the inclusion of marginalized and vulnerable voices, the transition of power involving decision-making, and promoting partnerships amongst stakeholders

In the words of Bredillet et al. (2018) a number of past researches have posited the positive impacts of stakeholder participation on project results in different settings. In project management scope, stakeholder participation has been connected to enhanced success of projects, entailing increased degrees of stakeholder fulfillment, improved relevance of projects, and bolstered project performance (Khan & Bhatti, 2014). On the other hand, limited studies has particularly assessed the correlation existing between beneficiary participation and project success in the scope of projects in HIV peer education. HIV peer education projects success relies mostly on the active participation of beneficiaries. This gap in knowledge in this context highlights a twofold challenge.

To begin with, there is a void in comprehension concerning the degree to which beneficiary participation affects HIV peer education projects success. Despite an overall agreement on the benefits of beneficiary involvement in development initiatives, empirical evidence specific to HIV peer education projects is inadequate (Bredillet et al., 2018; Khan & Bhatti, 2014). This gap in knowledge hampers the development of effective tactics and interventions that optimize possible advantages of beneficiary participation and increase outcomes of projects.

Similarly, it is paramount to evaluate the practical consequences of beneficiary participation in HIV peer education projects, particularly so in resource-challenged contexts for instance Rwanda's Gicumbi District. HIV continues to be a substantial impediment in public health more so in Sub-Saharan Africa. This is illustrated by a roughly 25.7 million persons affected in 2020, according to figures from Joint United Nations Programme on HIV/AIDS (UNAIDS, 2021). In this regard, effective integration of beneficiary participation into design and implementation of projects becomes essential in ascertaining both impact and sustainability (Binagwaho et al., 2014). In spite of this situation, prevailing literature basically centers on Western settings, which may not wholly entail the unique challenges, constraints and opportunities currently in the context in Rwanda. Although existing body of knowledge demonstrates the value of beneficiary participation across different phases of projects, e.g. identification, planning, implementation, and monitoring (Ruwa, 2016) noted that these research fail to directly connect to HIV Peer Education Projects. Notwithstanding, they present important insights concerning beneficiary participation in the course of different phases of a project. Hence, there lacks insufficient information regarding beneficiary participation and its impact on HIV peer education in Rwanda's Gicumbi District. Additionally, it is essential to note that specific scope of HIV Peer Education Project in Gicumbi District in Rwanda, may present unique features that could affect the correlation between beneficiary participation and performance of project. Consequently, performing research tailored specifically to Rwanda's HIV Peer Education Project would present better, precise and insights which are context-specific.

### **1.1 Statement of the Problem**

Beneficiary participation and its associated effectiveness in performance of projects has become an essential feature in development discourse. This is particularly so within HIV peer education projects. settings In Rwanda's Gicumbi District. Participation of beneficiaries in these kind of projects is paramount. However, the specific impacts on project performance remain inadequately studied. This gap in knowledge calls for an extensive evaluation to determine how involvement of beneficiary influences project success and sustainability. In the opinion of World Bank (2021) Rwanda has attained considerable advancement in checking prevalence of HIV. This is evidenced by a national rate of 2.6% as of 2020. On the other hand, rural districts for instance Gicumbi still grapple with notable challenges and impediments such as inadequate resources and stigma. These block effective prevention of HIV spread and education efforts.

However, the value of beneficiary participation though acknowledged, empirical evidence on the ground regarding its overall impact on performance of projects remains sparse in HIV peer education settings. Participation is noted in enhancing relevance of projects, both in ownership and sustainability. Despite this knowledge, systematic research into these assertions are constrained. Past research for instance those conducted by Shenhar et al. (2016) underline the transformative possibility of participatory methodologies in projects related to health matters. This depicts that scenarios where beneficiaries are engaged actively in project planning, enforcement and monitoring cycles, they are better placed to fulfill their requirements and be successful. On this premise, specific methods through which participation affects HIV peer education projects outcomes in Gicumbi District, Rwanda have not been sufficiently evaluated.

In the same vein, available body of knowledge often specializes on generalized interventions concerning health, with little emphasizes to the distinct HIV peer education dynamics. As an illustration, research performed by Haberer et al. (2018) in Uganda elucidated the positive and favorable connection between engagement of beneficiary and outcomes of health projects. However, study outcomes cannot be juxtaposed directly to the current setting of HIV peer education in Rwanda. In this regard, there is demand for a localized study that takes into account cultural, social,



and economic settings of Rwanda's Gicumbi District to offer in depth comprehension of how beneficiary participation impacts performance of projects

In order address these gaps in research, current study intends to analyze thoroughly the effect of participation of beneficiaries on HIV peer education project performance in Rwanda, specifically in Gicumbi District. By embracing a mixed-methods methodology, present research will offer a comprehensive examination of both quantitative outcomes hence giving a detailed overview concerning the function of beneficiary participation in boosting effectiveness of a project.

As such, the general research goal was to investigate the effect of beneficiary participation on the HIV peer education project performance

### 1.2 Research Objectives:

- (i) To assess the influence of beneficiary participation in project planning on the Project Performance of the HIV Peer Education Project Implemented by Rwanda Network of People Living with HIV (RRP+) in Gicumbi District, Rwanda.
- (ii) To determine the influence beneficiary participation in project implementation on the Project Performance of the HIV Peer Education Project Implemented by Rwanda Network of People Living with HIV (RRP+) in Gicumbi District, Rwanda.
- (iii) To assess the influence of beneficiary involvement in monitoring and Control on the Project Performance of the HIV Peer Education Project Implemented by Rwanda Network of People Living with HIV (RRP+) in Gicumbi District, Rwanda.

### 1.3 Research Hypotheses

**H<sub>01</sub>:** There is no significant impact on beneficiary participation in project planning on the Project Performance.

**H<sub>a1</sub>:** There is a significant impact on beneficiary participation in project planning on the Project Performance.

**H<sub>02</sub>:** There is no significant effect of beneficiary participation in project implementation on the Project Performance.

**H<sub>a2</sub>:** There is a significant effect of beneficiary participation in project implementation on the Project Performance.

**H<sub>03</sub>:** There is no significant impact on beneficiary participation in project monitoring and control on the Project Performance.

**H<sub>a3</sub>:** There is a significant impact on beneficiary participation in project monitoring and control on the Project Performance.

## II. LITERATURE REVIEW

### 2.1 Theoretical Review

The theories and frameworks presented below offer crucial insights into the elements that influence behaviour change, innovations diffusion, and preventive measures adoption. Through critical exploration these concepts, we can obtain in-depth comprehension of how beneficiary participation results to HIV peer education initiatives success.

#### 2.1.1 Stakeholder and Engagement Theory

This concept alludes that organizations should take into account both interests and needs of entire stakeholders, encompassing beneficiaries, in order to realize success of projects (Freeman, 1984). Stakeholder engagement, which is a core component of stakeholder theory, denotes the procedures of engaging stakeholders in making decisions and activities of projects. Scholars and academicians have stressed the benefits of stakeholder engagement for the success of a project (Jiang et al., 2018; Shenhar et al., 2016). Despite this development, there is need for further research on the specific function and impact of beneficiary participation in outcomes of projects.

#### 2.1.2 Participation Theory

This concept stresses the value of stakeholders engagement, encompassing beneficiaries, in procedures pertaining procedures of decision-making as well as activities of projects. Arnstein (1969) opined that this theory acknowledges that participation which is deemed active and meaningful can result to enhanced ownership, commitment and loyalty, and in the end, fostered outcomes of projects Participation in this context should transit beyond mere tokenism and enrich persons and communities to possess a genuine voice and influence in projects formation and policies Arnstein (1969). Participation Theory is vital in assisting to determine the degree and quality of beneficiary participation in the project of HIV peer education. This entails evaluating levels to which beneficiaries are engaged in identification of project, planning, implementation, and monitoring.



## **2.2 Empirical Review**

### **2.2.1 Beneficiaries' Participation in Project Planning**

Ruwa (2016) did a research on the influence of stakeholder participation, specifically in project planning, on Kinango Integrated Food Security and Livelihood Project (KIFSLP) performance in Kenya's Kwale County. Research concentrated on the engagement of stakeholders in the planning stages and its effect on timely completion, implications of costs, and sustainability of the project. Research outcomes depicted that involvement of stakeholders in planning projects was negatively linked with performance of a project. Despite the fact that reasons for this negative connection were not explicitly mentioned, it demonstrates the importance for further studies and effective methods to engage beneficiaries in the procedures of planning to improve project performance.

Nkurunziza et al. (2020) performed research centering on peer education program development for sexual and reproductive health (SRH) among Rwandan students in secondary school students. They noted that engaging beneficiaries in planning of projects led to increased independence and meticulous decision-making concerning contraception use and sexual conduct.

### **2.2.2 Beneficiaries' Participation in Project Implementation**

Mbui (2018) performed a research to assess community participation and its influence on financial management, governance of projects, maintenance and operations together with monitoring and evaluation on community water projects performance in Kenya specifically in Ruiru area of Meru County. Study utilized a descriptive survey methodology and data gathered from 413 participants. Research outcomes revealed that community participation favorably influenced performance of the project. This was particularly in spheres of financial management, project administration, operations and maintenance, and oversight and evaluation. The study depicted benefits of beneficiary involvement in implementation of project, as it leads to the successful delivery of the project's goals.

### **2.2.3 Stakeholder Involvement in Monitoring and Control**

Condo et al. (2014) carried out a research in Rwanda to evaluate factors influencing effectiveness of Community Health Workers (CHWs) capacity as perceived by the CHWs and beneficiaries. The research acknowledged the function of community performance-based financing as an inducement for CHWs. It further pointed out constraints e.g. overwhelming workload, inconsistent training, and inadequate supervision. Despite the reality that the study failed to focus directly on beneficiary participation in monitoring and evaluation, it demonstrated the value of stakeholders' involvement in the monitoring procedures, which can influence performance of a project.

### **2.2.4 Community Participation in projects involving HIV peer education**

Koen et al. (2018) did a research that established a peer education structure to enrich low-literacy societies in Indian rural areas. Research adopted participatory techniques to instruct peer educators and channeled educational tools on transmission of HIV, mitigation, and care. Study outcomes depicted that the program attained a considerable number of villagers, boosted awareness regarding health, and fostered the social status of peer instructors.

Miller et al. (2018) performed an assessment of an HIV peer education intervention outcome encompassing Kenyan university students. Survey findings posited that intervention led to substantial shifts in condom attitudes and conduct, in addition to improved testing of HIV. Nonetheless, no notable changes were demonstrated in terms of abstinence or the quantity of sexual partners.

Haberer et al. (2017) did a survey in Rwanda which entailed assessing the promotion of antiretroviral therapy (ART) and its effect on health outcomes. Research alluded the country's success in attaining ART universal coverage and increasing patient and population health indicators. Outcomes of the survey emphasized the benefits of engaging stakeholders as well as beneficiary participation, in monitoring and overseeing performance of a project.

Serap and Erdogan (2012) conducted a research that assessed the impacts of peer education on HIV/sexually transmitted infection and risky sexual behaviors among students in Turkish universities. Research outcomes indicated that peer education minimized risky sexual behaviors and increased self-efficacy in using condoms

Two past researches done in Rwanda are relevant to aims of this present study Havugimana (2015) assessed participation of beneficiaries' in the formulation and project performance which was implemented by Avega Agahozo. Research results posited that beneficiaries had limited engagement in design of project, contributing to project performance challenges

In another study carried out by Giramata et al. (2016) on impacts of beneficiary participation in monitoring projects and evaluation on success of projects was assessed using a case study of KWAMP project in Kirehe district, Rwanda. Outcomes of research reflected that beneficiary participation particularly in monitoring and evaluating activities of projects fostered both transparency and accountability.



### III. METHODOLOGY

This section elucidates technique adopted to analyze the gathered data and presentation. The section indicates the research design to be used by the researcher to achieve the research objectives as well as to answer the research questions, the population studied, the sample size and sampling procedure, the collection methods data, the data analysis as well as ethical considerations that were taken into account during this research.

#### 3.1 Research Design

The researcher conducted both descriptive and correlational studies. Descriptive survey research uses surveys to collect information on a variety of issues, quantitative and qualitative approach used for data collected with questionnaire and correlational studies research design examined at the links that exist between variables under the study.

#### 3.2 Study Population and Sample Size

The population is defined as the total collection of elements about which wish to make a sum. The population of this study included. The total study population for this research was 3,938 that included Recipients of Care (RoC) and stakeholders directly involved in the HIV peer education project implemented by the Rwanda Network of People Living with HIV (RRP+) in Gicumbi District, Rwanda, from 2017 to 2020. A mixed sampling approach was employed to select participants for this research. This approach involves a combination of probability and non-probability sampling methods. Therefore, the sample size calculated using the Yamane formula was 387 Recipients of Care (RoC) and stakeholders.

#### 3.3 Data Collection Instruments

Data Collection Instruments are tools or techniques used to gather information and data for research purposes. In this study, questionnaires were used to gather primary data. Members of the staff and project beneficiaries from Rwanda Network of People Living with HIV (RRP+) in Gicumbi District, Rwanda served as the primary sources. Textbooks, journals, publications, and websites that discuss the subject served as secondary data sources. Questionnaires contained some study-related questions that were the same for everyone in order to collect data.

#### 3.4 Data Analysis Method

Data analysis involves reducing the accumulated data to a manageable size, developing summaries, researching patterns and applying statistical techniques, while data preparation includes editing, coding and data entry. Data coding involves assigning numbers or other symbols to responses. Data entry converts information gathered by secondary or primary methods into a medium for visualization and manipulation. Version 22.0 of the Statistical Package for Social Science (SPSS) was used as a tool to analyze the data. The Statistical Package for Social Sciences (SPSS) for quantitative analysis was used in the study.

### IV. FINDINGS & DISCUSSIONS

#### 4.1 Response Rate

This chapter focuses on the analysis of the data gathered from 387 Recipients of Care (RoC) and stakeholders directly involved in the HIV peer education project implemented by the Rwanda Network of People Living with HIV (RRP+) in Gicumbi District, Rwanda, from 2017 to 2020. The data are presented in tables and then analyzed. To determine the level Beneficiary participation in project planning on the Project Performance of the HIV Peer Education and project performance

#### 4.2 Descriptive Statistics

##### 4.2.1 To Determine the Level Beneficiary Participation in Project Planning on the Project Performance of the HIV Peer Education and Project Performance

This part presents discussion of the outcomes of beneficiary participation in project planning. It takes into account variables pertaining beneficiaries involvement in peer education and project planning on performance of projects.



**Table 1**  
*Beneficiary Participation In Project Planning*

Descriptive Statistics						
Statement	Range	Min	Max	Mean	Std. Error	Std. Dev.
1. How involved were you in the strategic planning and review of the project?	3	1	4	3.78	0.031	0.607
2. How familiar are you with the Work Breakdown Structure (WBS) of the project?	3	1	4	3.22	0.041	0.809
3. How involved were you in the development of the annual plan for the project?	3	1	4	3.5	0.038	0.742

N=387

Research data above illustrates that involvement of beneficiaries' in strategic planning and review of the project oscillated between level 1 to 4. It had a mean score of 3.78. As such, a mean score above 3 depicts that on average, beneficiaries were moderately to highly engaged in strategic planning and project review.

In this regard, the degree of involvement posits that beneficiaries contributed immensely to the development and project's strategic plan review. This form of active participation in the planning stage can have a positive and favorable impact on performance of projects. This occurs through ascertaining that the project conforms with beneficiaries' requirements, needs and expectations.

Field data depicts that beneficiaries' familiarity with Work Breakdown Structure (WBS) of the project in addition differed on a scale from 1 to 4. The mean value was 3.22. A mean value exceeding 3 point that, on average, beneficiaries were moderately aware of the WBS project. Being familiar with the WBS is essential because it aids beneficiaries grasp the organizational framework of the project as well as how different tasks and activities are modeled. Whilst the mean score denotes familiarity on a moderate degree, there is still a gap to be filled in guaranteeing that beneficiaries comprehend fully the project's WBS. This can boost their participation, engagement and contribution to planning projects and implementation.

In the context of developing annual plan, research data illustrates that involvement of beneficiaries in project shifted from 1 to 4, with a mean value of 3.50. A mean number exceeding 3 posit that, on average, beneficiaries moderately or highly engaged in annual plan development. This degree of involvement opines that beneficiaries participated actively in goal setting, aims, and project activities on a yearly basis. Their contribution in yearly planning can result to a feeling of ownership and conforming of activities of the project with their requirements and priorities. This can in the end positively impact performance of the project.

Research outcomes concur with Ruwa (2016) who stressed that enabling stakeholders to be engaged, more so in the planning stage, may largely affect how good a project runs. The performance of a project is affected positively by the engagement of beneficiaries in strategic planning and establishment of yearly plan. This guarantees that requirements are fulfilled. Nonetheless, additional inquiry is paramount to assess the most reliable method to encompass beneficiaries. This is because findings of the research illustrated a negative correlation between involvement of stakeholders and effectiveness of the project.

#### 4.1.2 To Determine Degree of Beneficiary Engagement in Implementation of Project and Its Impact on Performance

This part depicts presentation, interpretation, and data analysis pertaining to level of beneficiary engagement during implementation of project as demonstrated below in Table 2 below:

**Table 2**  
*Degree of Beneficiary Engagement During Implementation of Project and Its Impact on Performance of Project*

Descriptive Statistics						
Statement	Range	Min	Max	Mean	Std. Dev.	Std. Error
1. Did you receive adequate healthcare and psycho-social support by beneficiaries during the project phase?	1	0	1	0.99	0.004	0.072
2. How satisfied were you with the level of supportive supervisions provided by representative of PLHIV during the project implementation?	3	1	4	1.62	0.034	0.67
3. Did you receive capacity building in the form of training and financial support during the project implementation?	2	0	2	1.02	0.01	0.196

N=387



Research findings displayed in Table 2 above depicts that on average, participants indicated receiving sufficient healthcare and psycho-social help from beneficiaries during the project cycle. The low standard deviation posits that responses had minimal variation. This suggests a relatively similar experience among those polled. On average, participants responded to being moderately fulfilled with the scope of supportive supervisions offered by PLHIV representatives during implementation of project. The standard deviation hint a small variability in levels of satisfaction, with a number of participants feeling more fulfilled than the rest. On average, responders described obtaining capacity building through training, instruction and monetary support during implementation of projects, although agreement level is relatively minimal. A reduced standard deviation illustrates existence of a small variation in the answers, demonstrating a consistent experience among participants.

Data from the study show that participants generally obtained sufficient healthcare and psycho-social help during the project cycle. This opines that the project succeeded in offering these essential services to beneficiaries. On the other hand, satisfaction or fulfillment with the degree of supportive supervisions offered by PLHIV representatives during implementation of project was moderate. This is a clear illustration that there are dimensions where improvements can be effected in future to boost supervisions and support quality.

Results from research conform with Mbui (2018) who asserted that community involvement impacted favorably outcomes of the project. This gives relevance to the notion that study participants had adequate medical treatment and psychological care while it was progressing. However, there is gap to be filled in development pegged on modest fulfillment with supporting supervisions.

#### 4.1.3 Degree of Beneficiary Participation In Monitoring, Control and Its Impact on Performance of Projects

This part describes presentation, interpretation, and data analysis concerning degree of beneficiary participation in monitoring, control and its impact on Performance of Projects.

**Table 3**

*Beneficiary Participation In Monitoring, Control and Its Impact on Performance of Projects*

Descriptive Statistics								
Statement	Range	Min	Max	Mean	Std. Error	Std. Dev.	Kurtosis	Std. Error
1. Were you or your representatives involved in the monitoring and control supervisions of the project?	1	1	2	1.04	0.01	0.2	19.435	0.248
2. How satisfied were you with the feedback meetings held during the project implementation?	1	4	5	4.15	0.018	0.36	1.761	0.248
3. How acceptable were the feedbacks provided during the project implementation?	1	3	4	3.42	0.025	0.494	-1.896	0.248

N=387

Table 4 above illustrates research outcomes that beneficiaries or their representatives were engaged minimally in project monitoring and control supervisions. This is demonstrated by a continuum of 1 to 2 alongside a mean value of 1.04. In this case, a mean figure close to 1 depict that, on average, beneficiaries had minimal engagement in activities pertaining monitoring and control. The high positive kurtosis (19.435) demonstrate that distribution of data has strong tails and is favorably skewed, positing that majority of participants described low degrees of participation in monitoring and control. Limited beneficiary engagement in monitoring and control may have consequences in performance of a project. This is because active involvement in these procedures can aid in pointing out issues, evaluate progress, and recommend improvements. It is thus essential to find means to expand engagement of beneficiaries in these core project stages. The data opines that beneficiaries were overly fulfilled with feedback meetings shared during implementation of projects. This is described by the range of 1 to 5 and a mean figure of 4.15. A mean value exceeding 4 indicates high fulfillment or satisfaction levels.

The moderate positive kurtosis (1.761) alludes that distribution of data possess moderately heavy tails. This denotes that while a vast number of participants demonstrated enhanced fulfillment, there may be some divergence satisfaction extent. Increased satisfaction coupled with feedback meetings is a positive illustration of project performance. This is because it gives cue that beneficiaries described these meetings beneficial for offering input, determining progress, and handling concerns. Research data shows that beneficiaries described offered feedback



during implementation of project to be moderately agreeable. This is represented by a continuum of 1 to 4 and a mean value of 3.42. As such, a mean surpassing 3 demonstrates moderate acceptability.

The negative kurtosis (-1.896) alludes that distribution of data is somewhat platykurtic, with light tails. This illustrates that reactions were distributed with reduced coalescence around the mean.

Moderate acceptability of feedback suggests that while beneficiaries generally found the feedback valuable, there may be room for improvement in the way feedback is collected and incorporated into project activities.

The findings align well with Condo et al. (2014) highlighted the importance of stakeholders' active participation in monitoring procedures to the success of the project. This lends credence to the idea that projects may fail due to a lack of beneficiary participation in monitoring and management. Although Condo et al. (2014) primarily examined Community Health Workers, the difficulties they encountered, including workload and supervision, are relevant to the need for beneficiaries to be more actively involved in project monitoring.

#### 4.1.4 To Determine the Beneficiary Participation on HIV Project Performance

The Finding of project performance with the timeliness of the project completion, adherence to the allocated budget, quality of deliverables, the objectives and goals achievements and the overall satisfaction of the project outcomes are shown in the table below:

**Table 4**

*Beneficiary Participation on HIV Project Performance*

Descriptive Statistics						
Statement	Range	Min	Max	Mean	Std. Error	Std. Dev.
1. How satisfied were you with the timeliness of project completion?	2	3	5	4.46	0.03	0.572
2. How well did the project adhere to the allocated budget?	2	2	4	3.01	0.01	0.125
3. How would you rate the quality of the project deliverables?	2	3	5	4.32	0.04	0.68
4. To what extent were the project objectives and goals achieved?	1	2	3	2.98	0.01	0.124
5. Overall, how satisfied are you with the outcomes of the project?	1	4	5	4.02	0.01	0.143

N=387

The data indicates that beneficiaries were highly satisfied with the timeliness of project completion, as evidenced by the range of 3 to 5 and a mean score of 4.46. A mean value surpassing 4 indicates very high fulfillment. The standard deviation of 0.572 hint relatively low variability in reactions demonstrating that vast number of responders were regularly fulfilled with the timeliness of the project. Increased satisfaction with completion of project timelines is a positive sign of good performance of a project. This alludes that the project was concluded within the time-frame stipulated.

Data from research posited that beneficiaries rated adherence of the project to the apportioned budget moderately well, as depicted by a range of 2 to 4 and a mean value of 3.01. A mean figure exceeding 3 hints moderate fulfillment or satisfaction.

A standard deviation of 0.125, which is relatively low alluded that responses were somewhat consistent. It showed that with majority of participants expressed moderate fulfillment with the budget adherence of the project. Noting a gap that needs improvement, the overall satisfaction hints that the project handled its budget quite well. Data from the study expressed that beneficiaries marked the standard of the project deliverables quite highly, as described by a continuum of 3 to 5 and a mean value of 4.32. A mean value surpassing 4 hints satisfactory fulfillment. Additionally, standard deviation of 0.680 hints some divergence in responses. This though majority of participants posited very high satisfaction level with project deliverables standards. This alludes to a strengthened indicator of success and performance of a project. This is because high-quality deliverables often result to effectiveness of a project in addition to satisfaction of the beneficiary.

Research data demonstrates that beneficiaries assumed that the project realized its goals and aims moderately well. This was illustrated by a continuum of 2 to 3 and a mean value of 2.98. A mean value greater than 2 hints that the project largely accomplished in attaining its aims. Reduced standard deviation of 0.124 proposed that reactions from participants were consistent, with vast majority highlighting a moderate extent of fulfillment concerning attainment of project aims and goals. Although there exists a void for improvement, main perception is positive.





Data from the study demonstrate that beneficiaries were overly contented with the main results of the project. This is expressed by a range of 4 to 5 alongside a mean value of 4.02. A mean value greater than 4 hints greater satisfaction.

Likewise, standard deviation of 0.143 hints a relatively reduced variance in responses. This is a clear illustration that a vast number of participants consistently described high contentment with the outcomes of the project. High overall fulfillment is a strong indicator of successful project performance and positive project impact.

The findings align well with Cooke & Kothari (2001) underlined the critical importance of beneficiaries actively engaging in development efforts. High levels of satisfaction with project completion dates, delivery quality, and overall project results indicate that beneficiaries were actively involved and collaborated with, as is encouraged by participatory techniques. This lends credence to the idea that inclusive practices improve project outcomes and productivity.

#### 4.5 Relationship of Beneficiary Participation and Project Performance

The relationship between beneficiary participation and the project performance is shown is shown on the table below:

**Table 5**

*Regression of project planning beneficial participation and project performance: ANOVA*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.943	4	10.314	192.941	.000 <sup>a</sup>
	Residual	7.302	141	0.054		
	Total	39.24	147			

*Predictors:* The predictors in the model include a constant (intercept) and beneficiaries' participation in project planning, project implementation, and project monitoring. These are the independent variables being tested to understand their impact on project performance.

*Dependent Variables:* The dependent variables in the analysis are project performance indicators, specifically timeline completion, adherence to the budget, quality of deliverables, and achievement of objectives. The following represents aspects of project performance that were measured.

The "Regression" component which was 31.943 demonstrates project performance variance that can be elucidated by the predictors. In this case, participation of beneficiaries in project cycles. The regression analysis hints that engagement of beneficiaries in planning of project, implementation of project, and monitoring of project all possess a substantial impact on performance of projects in the context of timely conclusion, budget adherence, quality or standards of deliverables, and attainment of goals. This research outcomes means that the degree of beneficiary involvement in different cycles of the project considerably impacts outcomes. Of a project.

Study outcomes concur with Bredillet et al. (2018) demonstrating that project success is largely impacted by degree of active beneficiaries' engagement. In relation to regression analysis, this offered additional evidence that beneficiaries' active involvement in designing project, enforcement, and monitoring is paramount to successful outcomes. To foster a project's efficacy, it is imperative to plug the information void concerning engagement of beneficiary, particularly in programs of HIV peer education.

#### 4.1.6 Correlation between Beneficial Involvement on Planning Projects and their Performance

This part illustrates correlation between beneficial participation in planning projects and project performance. Research took into account key domains that represent beneficial participation and planning of projects. In this regard, research measured degree/level to which they resulted to performance of a project.

**Table 6**

*Relationship of Beneficial Participation on Project Planning and Project Performance: Coefficients*

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficient		Standardized Coefficient	t	Sig.
		B	Std. Error	Beta		
1	(constant)	.388	.135		4.024	.004
	Strategic planning and review	.026	.099	.034	.0289	.787
	Work breakdown structure	.638	.064	.624	12.908	.000
	Annual plan	.291	.100	.378	2.968	.004



**Predictors:** The predictors in the model include a constant (intercept), strategic planning, work breakdown structure, and annual plan. These are the independent variables being tested for their impact on project performance.

**Dependent Variables:** The dependent variables in the analysis are project performance timeline completion, adherence to the budget, quality of deliverables, and achievement of objectives. These are the outcomes of interest that the predictors aim to explain.

Table shows the relationship between several variables of the independent variable and the project performance.

The findings indicated that beneficiaries' participation in strategic planning are significant to project performance as there is a positive coefficient (0,638 and 0.64) and P-values are less than 0.05. It implies that enhancing the involvement of beneficiaries affects the effectiveness of project Performance.

The findings align well with Giramata et al. (2016), highlighting the favorable influence on project performance of increased beneficiary engagement. This provided further evidence that beneficiaries' participation in strategic planning was associated with statistically significant positive coefficients (0.638 and 0.64) and P-values lower than 0.05. But further study is needed to fill the information gap about how beneficiary engagement in HIV Peer Education Projects in Gicumbi District, Rwanda, specifically affects these programs.

#### 4.1.7 Relationship of Beneficiaries' Engagement During Project Implementation and Project Performance

Finding provided shows the results of a regression analysis that explores the relationship between beneficiaries' participation in project planning (predictors) and various project performance indicators (dependent variables).

**Table 7**

*Relationship of Beneficiaries' Engagement During Project Implementation and Project Performance: Coefficients*

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficient		Standardized Coefficient	T	Sig.
		B	Std. Error	Beta		
1	(constant)	.398	.143		4.027	.005
	Health care and psychosocial support	-.026	.098	-.038	-.0256	.797
	Supportive supervision	.648	.072	.628	13.919	.000
	Training of beneficiaries	.293	.100	.378	2.978	.004

**Healthcare and Psychosocial Support:** The positive unstandardized coefficient (B) of 0.398 and the significant standardized coefficient (Beta) of 0.648 indicate that increased healthcare and psychosocial support are associated with higher project performance. This suggests that when beneficiaries receive better healthcare and psychosocial support during the project, it positively impacts project performance. The statistically significant relationship ( $p = 0.005$ ) underscores the importance of providing adequate support in these areas for improved project performance.

**Supportive Supervision:** The positive unstandardized coefficient (B) of 0.026 and the standardized coefficient (Beta) of 0.038 suggest that supportive supervision has a relatively positive relationship with project performance. And the statistical significance of this relationship ( $p = 0.000$ ) implies that there is a meaningful impact. In this case, it appears that excessive or overly controlling supervision may hinder project performance.

**Training of Beneficiaries:** The positive unstandardized coefficient (B) of 0.293 and the strong standardized coefficient (Beta) of 0.628 highlight the importance of training beneficiaries during project implementation. A one-unit increase in training is associated with a substantial increase in project performance. The highly significant p-value ( $p = 0.000$ ) reinforces the importance of providing training opportunities for beneficiaries. This finding underscores that well-trained beneficiaries are more likely to contribute positively to project performance.

The findings align well with Rogers (2003), in that they stress that beneficiaries' involvement is crucial to the project's success. The significance of beneficiaries' active engagement in project execution is shown by the favorable correlations between healthcare, psychological support, supportive supervision, and training. This lends credence to Rogers' claim that beneficiary engagement is crucial to the acceptance of innovations and the success of projects, and it also supports the results that higher beneficiary involvement favorably affects project performance.



#### 4.1.8 Relationship between Beneficiaries' Participation in Project Monitoring and Control

The data finding explores the relationship between beneficiaries' participation in monitoring and control activities (including supervision, feedback meetings, and the acceptability of feedback) and project performance indicators (timeline completion, adherence to the budget, quality of deliverables, and achievement of objectives).

**Table 8**

*Relationship between Beneficiaries' Participation in Project Monitoring and Control: Coefficients*

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficient		Standardized Coefficient	T	Sig.
		B	Std. Error	Beta		
1	(constant)	.378	.133		3.027	.005
	Monitoring and control supervision	.025	.088	.038	.0256	.797
	Feedback meetings	.658	.082	.618	12.918	.000
	Acceptability's of feedback	.273	.100	.378	2.778	.003

Outcomes of regression analysis hint that participation of beneficiaries in activities pertaining to monitoring and control, encompassing supervision, feedback meetings, and feedback acceptability, all possess a considerable impact performance of projects. This is in the scope of timely conclusion, budget adherence, quality and standards of deliverables, and attainment of goals. In totality, the predictors elucidate a substantial segment of the variance in performance of projects.

The standardized coefficients, also known as Beta value offer clear understanding into the associated benefits of every predictor. As an illustration, "Monitoring and control supervision" seems to gain the strongest positive effect (Beta = 0.378) on performance of projects, next to "Feedback meetings" with Beta 0.273 and lastly "Acceptability of feedback" with Beta 0.088.

The connected p-values for all predictors all fall below 0.05. This is an illustration that every predictor is separately significant in explicating performance of a project.

In the end, study outcomes hint that promoting participation of beneficiaries in matters pertaining monitoring and control, covering reliable supervision, yielding feedback meetings, and the feedback acceptability, can lend positive outcomes of project performance.

Outcomes from the research conform with Amy et al. (2009), who emphasized the benefits of programs related to HIV peer education in Sub-Saharan Africa to mitigate the AIDS scourge. In the same vein, Amy et al. (2009) asserted the value of PLHIV support in peer education, regression analysis posit that beneficiary involvement in activities control and monitoring fosters performance of a project, hinting that everybody is of the same opinion to get enhanced outcomes.

## V. CONCLUSIONS & RECOMMENDATIONS

### 5.1 Conclusions

Outcomes of research reveal the benefits of beneficiary participation in different cycles of a project which encompass planning, implementation, and monitoring. Engaging actively positively and favorably impacts performance of projects alongside ascertaining conforming with requirements and expectations of beneficiaries. As such, the project attained great degrees of fulfillment and satisfaction in core indicators of performance. This entailed its main success and positive impact on beneficiaries. Although there was noted successes, there remains areas for improvement for instance boosting supportive supervision and expanding scope of participation in matters concerning monitoring and control.

### 5.2 Recommendations

Research recommended that HIV Peer Education Project ought to review and fine tune supportive supervision technique in order to handle the different satisfaction and fulfillment degrees among beneficiaries. Similarly, it should guarantee that supervisors offer the prerequisite guidance, direction and support while averting unreasonable control. Observing consistent and yielding feedback meetings to seize beneficiary input and interests should be practiced. In the same vein, there should be formation of a strong system for monitoring and evaluation to consistently evaluate performance of projects as well as conforming to evolving needs of beneficiaries. Also, establishing plans to ensure sustainability ascertains that a projects' positive and favorable impacts are preserved after its conclusion. By implementing and enforcing these recommendations, projects in the future can additionally promote engagement of



beneficiaries and performance of projects, in the end resulting to more, better successful outcomes and favorable impacts on beneficiary communities.

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